

## **Program E: University Medical Center**

Program Authorization: R.S. 36:254,258, 259; 40:2002,2014; Act 3 of 1997

### **PROGRAM DESCRIPTION**

The mission of the University Medical Center is:

1. To provide access to high quality medical care to residents of Louisiana, regardless of income or insurance coverage, and at a level of care appropriate to their medical needs.
2. To maintain facility environments conducive to quality, accredited residency and other health education programs and work cooperatively with Louisiana medical schools and other health education institutions to afford the maximum opportunity for clinical training in the hospitals.
3. To minimize the cost to the State of providing health care to the uninsured by operating its hospitals efficiently, cost effectively, and in accordance with the standards of the hospital industry, and by maintaining a base of patients with third party support, particularly Medicaid.
4. To work cooperatively with other health care programs, providers and groups at the state and community levels in order to maximize the health care resources available to all the citizens of Louisiana.

The goals of the University Medical Center are:

1. Prevention: Health care effectiveness with an emphasis on preventive and primary care.
2. Partnership: Integrated health delivery network with internal and external community partner.
3. Performance: Improved management information systems and fiscal accountability.

The State of Louisiana purchased St. John Hospital in 1937 to become a provider of last resort for Southwest Louisiana. The newly acquired hospital became known as Lafayette Charity Hospital until a final name change in 1982 to University Medical Center (UMC). The new name came with a larger building on the current site of Congress and Bertrand in Lafayette, Louisiana. On July 1, 1997, the Louisiana State University Medical Center formed the Health Care Services Division as a result of Act 3 of 1997, which includes University Medical Center. University Medical Center is part of the LSU Health Sciences Center Health Care Services Division.

Today, University Medical Center continues as an acute and primary care provider of last resort for all citizens in Southwest Louisiana and as an educational site for six residency programs of the LSU School of Medicine in New Orleans. The facility provides additional support functions such as pharmacy, blood bank, respiratory therapy, anesthesiology, and various diagnostic services and other support functions on a non-medical nature, such as administration, maintenance, housekeeping, mail service, purchasing, accounting, admissions and registration. The facility also maintains a stipend program for medical residents and contracts for physician and anatomical services and works cooperatively with medical schools and other health education institutions to broaden the opportunity for health-related training in the hospital.

For many years, people who are without resources or health insurance have received medical care at UMC. Often patients who have Medicaid insurance are unable to receive medical care from physicians in their local communities. Therefore, years ago UMC organized, at the main campus, a wide range of primary and specialty outpatient clinics for these patients. University Medical Center serves its patients as their “family physician” and as their acute care hospital. UMC serves the following parishes: Acadia, Evangeline, Iberia, Lafayette, St. Martin, St. Landry, Vermilion, and St. Mary. The hospital is currently staffed for 128 beds, and is a teaching hospital affiliated with the LSU School of Medicine in New Orleans.

University Medical Center’s patient satisfaction surveys currently reveal strong customer satisfaction.

### **OBJECTIVES AND PERFORMANCE INDICATORS**

Unless otherwise indicated, all objectives are to be accomplished during or by the end of FY 2001-2002. Performance indicators are made up of two parts: name and value. The indicator name describes what is being measured. The indicator value is the numeric value or level achieved within a given measurement period. For budgeting purposes, performance indicator values are shown for the prior fiscal year, the current fiscal year, and alternative funding scenarios (continuation budget level and Executive Budget recommendation level) for the ensuing fiscal year (the fiscal year of the budget document).

1. (KEY) To continue to provide professional, quality, acute general medical and specialty services to patients in the hospital and maintain the average length of stay of 5.6 days for patients admitted to the hospital.

Strategic Link: This objective reflects the movement toward the achievement of the 1998-2002 Health Care Services Division (HCSD) Strategic Plan Goal 1: *Implement initiatives to improve effectiveness of health care delivery in the HCSD system by enhancing the preventive and primary care components.*

Children's Cabinet Link: UMC provides multiple services targeted at the pediatric and adolescent population. Programs, clinics, and services include KidMed Clinic, Women/Infants/Children Program, Literacy Programs, Pediatric Clinic, and disease management programs for asthma and diabetes. The preceding list may not be all inclusive.

Explanatory Note: University Medical Center is a "minor" teaching facility.

| L<br>E<br>V<br>E<br>L | PERFORMANCE INDICATOR NAME  | PERFORMANCE INDICATOR VALUES                       |  |   |   |  |   |
|-----------------------|---|--|--|---|---|--|---|
|                       |   | YEAREND<br>PERFORMANCE<br>STANDARD<br>FY 1999-2000 | ACTUAL<br>YEAREND<br>PERFORMANCE<br>FY 1999-2000 | ACT 11<br>PERFORMANCE<br>STANDARD<br>FY 2000-2001 | EXISTING<br>PERFORMANCE<br>STANDARD<br>FY 2000-2001 | AT<br>CONTINUATION<br>BUDGET LEVEL<br>FY 2001-2002 | AT<br>RECOMMENDED<br>BUDGET LEVEL<br>FY 2001-2002 |
| S                     | Number of staffed beds <sup>1</sup>   | 123 <sup>2</sup>                                   | 128 <sup>3</sup>                                 | 139   | 132   | 132  | 124 <sup>13</sup>                                 |
| K                     | Average daily census <sup>4</sup>   | Not applicable <sup>5</sup>                        | 97   | 97  | 97  | 97   | 87 <sup>13</sup>                                  |
| K                     | Emergency department visits   | 64,895 <sup>2</sup>                                | 47,003   | 45,455  | 45,455  | 47,003   | 41,718 <sup>13</sup>                              |
| S                     | Total outpatient encounters <sup>6</sup>                                    | 135,546 <sup>2</sup>                               | 168,876  | 189,485   | 189,485   | 169,338  | 149,888 <sup>13</sup>                             |
| K                     | Percentage of gross revenue that is outpatient revenue (current year)       | Not applicable <sup>5</sup>                        | 36.45%   | 36.95%  | 36.95%  | 36.45%   | 38.14% <sup>13</sup>                              |
| S                     | Number of staff per patient   | Not applicable <sup>5</sup>                        | 6.2  | 7.4   | 7.4   | 6.2  | 5.8 <sup>13</sup>                                 |
| S                     | Average length of stay for inpatients                                       | 5.3  | 5.3  | 5.3   | 5.3   | 5.4  | 5.4   |
| K                     | Cost per adjusted discharge <sup>7</sup>                                    | \$7,190  | \$5,478  | \$5,716   | \$5,716   | \$5,478  | \$5,091 <sup>13</sup>                             |
| K                     | Readmission rate <sup>8</sup>   | Not applicable <sup>5</sup>                        | 7.60%  | 7%  | 7%  | 10.5% <sup>9</sup>                                 | 10.5%   |
| S                     | Patient satisfaction survey rating  | not applicable <sup>5</sup>                        | 91.8%  | Not applicable <sup>10</sup>                      | 69%   | 85% <sup>11</sup>                                  | 85%   |
| K                     | JCAHO/HCFA accreditation  | 99%  | 99%  | 100% <sup>12</sup>                                | 100%  | 100%   | 100%  |
| K                     | Salaries and benefits as a percent of total operating expenses <sup>7</sup> | 49.81%   | 50.57%   | 49.32%  | 49.32%  | 50.57%   | 50.57%  |
| S                     | Percentage change in gross outpatient revenue as a percent of total revenue | Not applicable <sup>5</sup>                        | -0.96%   | 0.65%   | 0.65%   | -0.96%   | 0.73% <sup>13</sup>                               |

<sup>1</sup> Staffed beds are defined as all adult, pediatric, neonatal intensive care unit, intensive care unit, and psychiatric beds set up and in-service for inpatients on a routine basis. Furthermore, staffed beds do not include newborn bassinets.

<sup>2</sup> HCSD had earlier planned to absorb the FY 2000 \$40 million budget shortfall entirely in inpatient days. The impact of such a course of action would have been a wholesale reduction in the number of staffed beds, reducing inpatient days, reducing clinic visits and increasing emergency department visits, because of loss of staff. Performance standards shown in the Executive Budget were adjusted in anticipation of this course of action. Since the standards adjustment occurred, HCSD offset \$7 million of the losses with efficiencies and gave the medical centers the responsibility for developing contingency plans to allow them to decide how the cuts might best be made. As a result, the performance standards must be re-adjusted because inpatient days, outpatient encounters, and available (staffed) beds are set much too low, given the current situation and will either be impossible to meet or very easy.

<sup>3</sup> This performance indicator was previously reported as “number of available beds.” For future reporting years, this performance indicator will be reported as “number of staffed beds.” This calculation reflects the number of beds that are set up, staffed, and ready for use.

<sup>4</sup> In order for average daily census to be meaningful, it must be understood in context. Actual daily census can be at or over 100% of staffed beds on some high-demand days, and additional beds (over the average daily census) have traditionally been kept available by all hospitals to deal with unanticipated demand.

<sup>5</sup> This performance indicator did not appear under Act 10 of 1999 and therefore has no performance standard for FY 1999-2000.

<sup>6</sup> Total outpatient encounters for FY 1999-2000 was reported as a key performance indicator.

<sup>7</sup> There is great diversity in the level and volume of service provided at medical centers. There is a cost differential inherent in the proportion of primary (non-emergent outpatient care) and secondary services (inpatient services) provided by a hospital. Tertiary services, such as the advanced trauma services provided at MCLNO, add another level of costs that need to be factored in the comparison. Furthermore, six of the nine hospitals under HCSD operation are providing a hospital based medical education, which must also be considered when comparisons for cost per adjusted discharge are made. These factors impact the cost per adjusted discharge and the number of employees per adjusted discharge. Each hospital in the HCSD system should be compared to groups in the nation which are as closely similar as possible in order to get a sense of how well each hospital is functioning. The HCIA 2000 Sourcebook states that the median cost per adjusted discharge for "minor" teaching hospitals is \$7,058. Note that the HCIA Sourcebook reflects a standard for 1998, which was adjusted by the medical care inflation rate of 4.3%.

<sup>8</sup> Readmission is defined as total planned and unplanned readmissions for any diagnosis within 32 days.

<sup>9</sup> Readmission rates are calculated by using computerized patient billing records. These records cannot reliably determine readmission rates for same diagnosis. However, readmission for any diagnosis can be accurately obtained, which caused the readmission modification noted above. Therefore, the FY 2000-2001 performance standard is understated at 7%

<sup>10</sup> This performance indicator did not appear under Act 11 and therefore had no performance standard for FY 2000-2001.

<sup>11</sup> HCSD is adopting a performance level that will be consistent through all facilities.

<sup>12</sup> The change in performance standard to 100% compliance reflects a change in calculations. The 100% level reflects a pass/fail approach to certification.

<sup>13</sup> Recommended budget level reflects an 11.244% across-the-board cut to accommodate a \$72,319,194 cut in UCC and \$21,752,331 shortfall in merits and inflation.

2. (KEY) To enroll at least one-third of the eligible diagnosed diabetic, asthmatic, HIV+ and high risk congestive heart failure patients in the Health Care Services Division (HCSD) system into disease management protocols.

Strategic Link: Implements strategic plan goal 1 initiatives: *To improve the effectiveness of health care delivery in the HCSD system by enhancing the preventative and primary care components.*

Children's Cabinet Link: UMC provides multiple services targeted at the pediatric and adolescent population. Programs, clinics, and services include KidMed Clinic, Women/Infants/Children Program, Literacy Programs, Pediatric Clinic, and disease management programs for asthma and diabetes. The preceding list may not be all inclusive.

Explanatory Note: Eligible is defined as having the diagnosis and being compliant with the protocol. High risk congestive heart failure is characterized by admission to the hospital or emergency room with congestive heart failure in the past year.

| L<br>E<br>V<br>E<br>L | PERFORMANCE INDICATOR NAME                  | PERFORMANCE INDICATOR VALUES                       |  |   |   |  |   |
|-----------------------|---|--|--|---|---|--|---|
|                       |   | YEAREND<br>PERFORMANCE<br>STANDARD<br>FY 1999-2000 | ACTUAL<br>YEAREND<br>PERFORMANCE<br>FY 1999-2000 | ACT 11<br>PERFORMANCE<br>STANDARD<br>FY 2000-2001 | EXISTING<br>PERFORMANCE<br>STANDARD<br>FY 2000-2001 | AT<br>CONTINUATION<br>BUDGET LEVEL<br>FY 2001-2002 | AT<br>RECOMMENDED<br>BUDGET LEVEL<br>FY 2001-2002 |
| S                     | Patients with covered diseases <sup>1</sup> | Not applicable <sup>2</sup>                        | 4,244  | 4,183   | 4,183   | 4,244  | 4,244   |
| K                     | Eligible diagnosed patients enrolled        | Not applicable <sup>2</sup>                        | 3,012  | 1,394   | 1,394   | 3,012  | 2,259   |

<sup>1</sup> This indicator is critically important to measuring the system's success in implementing the disease management initiative. However, eligibility for the initiative is currently calculated differently by each medical center. An important part of the reason for the new strategic plan is to systematize the hospitals, so that comparisons and, therefore, improvements based on sharing information can occur. One step in this process is to agree on and implement a definition for eligibility for disease management. This will take place in the fiscal year and correct eligibility figures will be available for the next Operational Plan.

<sup>2</sup> This performance indicator did not appear under Act 10 of 1999 and has no performance standard for FY 1999-2000.

3. (SUPPORTING) To assess and take steps to ameliorate over utilized or non-existent services within the University Medical Center catchment area.

Strategic Link: This objective reflects the incremental movement toward the achievement of the 1998-2002 Health Care Services Division Strategic Plan Goal 2: *To implement initiatives to improve coordination with other segments of the Louisiana health care delivery system.*

Explanatory Note: Catchment area is defined as the parishes from which the majority of the hospital's patients are drawn. Catchment areas are as follows: Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin and Vermillion parishes.

| L<br>E<br>V<br>E<br>L | PERFORMANCE INDICATOR NAME  | PERFORMANCE INDICATOR VALUES                       |  |   |   |  |   |
|-----------------------|---|--|--|---|---|--|---|
|                       |   | YEAREND<br>PERFORMANCE<br>STANDARD<br>FY 1999-2000 | ACTUAL<br>YEAREND<br>PERFORMANCE<br>FY 1999-2000 | ACT 11<br>PERFORMANCE<br>STANDARD<br>FY 2000-2001 | EXISTING<br>PERFORMANCE<br>STANDARD<br>FY 2000-2001 | AT<br>CONTINUATION<br>BUDGET LEVEL<br>FY 2001-2002 | AT<br>RECOMMENDED<br>BUDGET LEVEL<br>FY 2001-2002 |
| S                     | Percentage completion of community needs assessment for the hospital catchment area     | Not applicable <sup>2</sup>                        | 100%   | 100%  | 100%  | 100%   | 100%  |
| S                     | Number of collaborative agreements signed with other health care providers <sup>1</sup> | Not applicable <sup>2</sup>                        | 15   | 11  | 11  | 15   | 15  |

<sup>1</sup> Collaborative agreements have been defined as contracts, cooperative endeavors, or affiliation agreements with health care providers (i.e., hospitals, physicians, nurses, allied health providers or agencies) or health-related entities (i.e., schools, state agencies) outside the HCSD system. Providers holding multiple contracts are counted only once.

<sup>2</sup> This performance indicator did not appear under Act 10 of 1999 and therefore has no performance standard for FY 1999-2000.

## RESOURCE ALLOCATION FOR THE PROGRAM

|   | ACTUAL<br>1999 - 2000 | ACT 11<br>2000 - 2001 | EXISTING<br>2000 - 2001 | CONTINUATION<br>2001 - 2002 | RECOMMENDED<br>2001 - 2002 | RECOMMENDED<br>OVER/(UNDER)<br>EXISTING |
|---|-----------------------|-----------------------|-------------------------|-----------------------------|----------------------------|---|
| MEANS OF FINANCING:                             |                       |                       |                         |                             |                            |   |
| STATE GENERAL FUND (Direct)                     | \$0                   | \$0                   | \$112,464               | \$112,464                   | \$112,464                  | \$0                                     |
| STATE GENERAL FUND BY:                          |                       |                       |                         |                             |                            |   |
| Interagency Transfers                           | 52,563,415            | 49,575,449            | 50,813,549              | 52,660,377                  | 45,344,095                 | (5,469,454)                             |
| Fees & Self-gen. Revenues                       | 2,171,805             | 2,171,805             | 2,171,805               | 2,171,805                   | 2,171,805                  | 0                                       |
| Statutory Dedications                           | 0                     | 0                     | 0                       | 0                           | 0                          | 0                                       |
| Interim Emergency Board                         | 0                     | 0                     | 0                       | 0                           | 0                          | 0                                       |
| FEDERAL FUNDS                                   | 6,315,846             | 6,315,846             | 6,315,846               | 6,315,846                   | 6,315,846                  | 0                                       |
| TOTAL MEANS OF FINANCING                        | <b>\$61,051,066</b>   | <b>\$58,063,100</b>   | <b>\$59,413,664</b>     | <b>\$61,260,492</b>         | <b>\$53,944,210</b>        | <b>(\$5,469,454)</b>                    |
| EXPENDITURES & REQUEST:                         |                       |                       |                         |                             |                            |   |
| Salaries  | \$24,695,451          | \$20,664,069          | \$23,164,069            | \$23,679,523                | \$21,146,638               | (\$2,017,431)                           |
| Other Compensation                              | 1,871,031             | 2,227,023             | 2,227,023               | 2,227,023                   | 2,115,308                  | (111,715)                               |
| Related Benefits                                | 4,592,689             | 4,994,409             | 4,994,409               | 5,097,500                   | 4,706,094                  | (288,315)                               |
| Total Operating Expenses                        | 15,531,547            | 12,155,473            | 15,119,594              | 15,822,206                  | 12,914,246                 | (2,205,348)                             |
| Professional Services                           | 2,197,767             | 1,892,786             | 1,892,786               | 1,949,570                   | 1,557,641                  | (335,145)                               |
| Total Other Charges                             | 11,976,438            | 15,543,340            | 11,429,783              | 11,843,670                  | 10,863,283                 | (566,500)                               |
| Total Acq. & Major Repairs                      | 186,143               | 586,000               | 586,000                 | 641,000                     | 641,000                    | 55,000                                  |
| TOTAL EXPENDITURES AND REQUEST                  | <b>\$61,051,066</b>   | <b>\$58,063,100</b>   | <b>\$59,413,664</b>     | <b>\$61,260,492</b>         | <b>\$53,944,210</b>        | <b>(\$5,469,454)</b>                    |
| AUTHORIZED FULL-TIME<br>EQUIVALENTS: Classified | 793                   | 770                   | 776                     | 776                         | 676                        | (100)                                   |
| Unclassified                                    | 0                     | 0                     | 0                       | 0                           | 0                          | 0                                       |
| TOTAL   | <b>793</b>            | <b>770</b>            | <b>776</b>              | <b>776</b>                  | <b>676</b>                 | <b>(100)</b>                            |

## SOURCE OF FUNDING

This program is funded with State General Fund, Interagency Transfers, Fees & Self-generated Revenue and Federal Funds. The General Fund represents funding for the dispensing of various outpatient medications which are not reimburseable costs from the Medicaid program. The Interagency Transfers represent Title XIX reimbursement from the Medicaid program for services provided to Medicaid eligible and "free care" patients. The Self-generated Revenue represents insurance and self pay revenues for services provided to patients who are not eligible for "free care". The Federal Funds are derived from Title XVIII, Medicare payments for services provided to Medicare eligible patients.

# ANALYSIS OF RECOMMENDATION

| GENERAL<br>FUND | TOTAL         | T.O. | DESCRIPTION   |
|-----------------|---------------|------|---|
| \$0             | \$58,063,100  | 770  | ACT 11 FISCAL YEAR 2000-2001  |
|                 |               |      | BA-7 TRANSACTIONS:  |
| \$112,464       | \$1,350,564   | 6    | BA-7 # 216 approved for the distribution of Disease Management funds and positions  |
| \$112,464       | \$59,413,664  | 776  | EXISTING OPERATING BUDGET – December 15, 2000                                       |
| \$0             | \$306,210     | 0    | Annualization of FY 2000-2001 Classified State Employees Merit Increase             |
| \$0             | \$312,335     | 0    | Classified State Employees Merit Increases for FY 2001-2002                         |
| \$0             | (\$183,198)   | 0    | Risk Management Adjustment  |
| \$0             | \$641,000     | 0    | Acquisitions & Major Repairs  |
| \$0             | (\$586,000)   | 0    | Non-Recurring Acquisitions & Major Repairs  |
| \$0             | \$2,467       | 0    | Legislative Auditor Fees  |
| \$0             | \$171,438     | 0    | Salary Base Adjustment  |
| \$0             | (\$474,030)   | (16) | Attrition Adjustment  |
| \$0             | (\$1,057,682) | (40) | Personnel Reductions  |
| \$0             | (\$315,953)   | 0    | Salary Funding from Other Line Items  |
| \$0             | (\$407)       | 0    | Civil Service Fees  |
| \$0             | (\$3,723,843) | (44) | Other Adjustments - Pro-rata reduction in Uncompensated Care by 9%                  |
| \$0             | (\$663,522)   | 0    | Other Adjustments - Reduction in Uncompensated Care funding for Operating Expenses  |
| \$0             | \$101,731     | 0    | Other Adjustments - House officer stipend increase to the Southern Regional Average |
| \$112,464       | \$53,944,210  | 676  | TOTAL RECOMMENDED   |
| \$0             | \$0           | 0    | LESS GOVERNOR'S SUPPLEMENTARY RECOMMENDATIONS                                       |
| \$112,464       | \$53,944,210  | 676  | BASE EXECUTIVE BUDGET FISCAL YEAR 2001-2002   |
|                 |               |      | SUPPLEMENTARY RECOMMENDATIONS CONTINGENT ON NEW REVENUE:                            |
| \$0             | \$0           | 0    | None  |
| \$0             | \$0           | 0    | TOTAL SUPPLEMENTARY RECOMMENDATIONS CONTINGENT ON NEW REVENUE                       |

**\$112,464      \$53,944,210      676      GRAND TOTAL RECOMMENDED**

The total means of financing for this program is recommended at 90.8% of the existing operating budget. It represents 82.2% of the total request (\$65,661,901) for this program. The overall decrease is a result of Target Dollar cuts to Uncompensated Care, a reduction in risk management premiums, and personnel reductions.

## **PROFESSIONAL SERVICES**

|                    |   |
|--------------------|---|
| \$1,239,221        | C & M Emergency Medical Services for emergency room staffing, operation and management                            |
| \$128,710          | Sarita Sharma -Choudry for Neonatology Services for Neonatal Intensive Care Unit and Pediatric clinic             |
| \$128,710          | Dr. Parvin Safari for Neonatology Services for Neonatal Intensive Care Unit and Pediatric clinic                  |
| \$22,000           | Dr. Robert Martinez and Dr. Steven Snatic for interpretations of EEG's  |
| \$12,000           | Preferred Anatomical Pathology Services for interpretations of lab tests  |
| \$7,000            | S. Longo and Associates for Joint Commission on the Accreditation of Healthcare Organizations consulting services |
| \$3,000            | Beullieu and Associates for engineering services  |
| \$7,000            | Deaf Action Center for providing translation services for deaf patients   |
| \$10,000           | Lingua Translation & Training, Inc. for providing translation services for deaf patients                          |
| <b>\$1,557,641</b> | <b>TOTAL PROFESSIONAL SERVICES</b>  |

## **OTHER CHARGES**

|                    |  |
|--------------------|--|
| \$26,429           | Legislative Auditor expenses               |
| \$1,201,611        | Funding for Disease Management initiatives |
| <b>\$1,228,040</b> | <b>SUB-TOTAL OTHER CHARGES</b>             |

### **Interagency Transfers:**

|             |   |
|-------------|---|
| \$5,233,404 | Payments to LSU Medical Center for physician services and supervision of House Officers |
| \$2,470,487 | Payments to LSU Medical Center for House Officer salaries                               |
| \$304,840   | Payments to LSU Medical Center for Physical Therapy and Occupational Therapy services   |
| \$134,000   | Payments to LSU Medical Center for emergency room services                              |



|                     |  |
|---------------------|--|
| \$1,330,549         | Payments to the Office of Mental Health for operation and management of the acute Psychiatric inpatient unit |
| \$64,206            | Payments to LSU Medical Center for Cardiopulmonary services  |
| \$97,757            | Payments to the Department of Civil Service  |
| <b>\$9,635,243</b>  | <b>SUB-TOTAL INTERAGENCY TRANSFERS</b>   |
| <b>\$10,863,283</b> | <b>TOTAL OTHER CHARGES</b>   |

## **ACQUISITIONS AND MAJOR REPAIRS**

|                  |   |
|------------------|---|
| \$641,000        | Funding for the replacement of inoperable or obsolete equipment |
| <b>\$641,000</b> | <b>TOTAL ACQUISITIONS AND MAJOR REPAIRS</b>                     |